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Office of the Director of Central Intelligence

6 February 1974

MEMORANDUM FOR: The Director

SUBJECT : Status Report on Progress in Appointing
an NIO for Economic Affairs

1. At your 7 February appearance before the PFIAB, you may want to (or be asked to) report on the status of our search for an Economic NIO. Outlined below is some information for you to draw on if this topic arises.

2. The short answer is that we have not yet found an Economic NIO, but we have been looking intensively for almost three months. The principal reasons we have not found him are that the position itself is a new one, and the kind of person likely to discharge it well should have a broad range of qualities hard to find in any single individual, particularly in an individual temptable by this assignment.

3. The whole concept of the National Intelligence Officer is a new one which all involved in its execution have to develop and articulate in the process of implementing it. This will be especially true in the economic field, since our perception of what ought to be meant by the term "economic intelligence" and our perception of what the intelligence community's approach to economic problems ought to be are two concepts which themselves are in the process of evolutionary refinement. Hence -- though this may sound self-contradictory -- one aspect of the first Economic NIO's responsibilities will entail perceiving what the scope and range of those responsibilities ought to be.

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4. Among the qualities clearly needed in a prospective Economic NIO are the following;

a. Professional expertise and experience sufficient to command the immediate respect of others who work in the economic intelligence field and of the policy-level consumers of such intelligence. Furthermore, as with all the other NIOs, the NIO for economic affairs must be capable of doing personally any analytic task levied by the President or one of the President's designees which is so sensitive and important that security considerations require this task's being carried out by only one person.

b. The ability to operate in a fluid and frequently changing policy-level environment, an ability which encompasses the ability to ascertain just what that environment is and who within it plays what role at any given moment. In the economic field, the policy-deciding environment is much less structured than is the case in other foreign affairs or national security areas, and also much more subject to marked change within a short time span. An effective Economic NIO will have to be able to ascertain, almost by instinct, who the consumers are, what inputs they make and what is the current status of their interacting inter-relationship.

c. An effective Economic NIO will also have to have the ability to function as an energizer and coordinator (i.e., an effective bureaucrat diplomat) within the analytic components of the intelligence community and also within that community's collection components.

5. Above all, an effective Economic NIO will have to have a rare degree of creative imagination and perception. He must be able to perceive the needs of policy level consumers, including needs the latter themselves do not entirely comprehend or articulate very clearly. He must be able to perceive how the analytic responses of the community should be focused - both generically and on specific problems - to service these needs of our primary customers in the economic area. In another important sphere, he must be able to perceive the opportunities and true

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Attached is a package of two items for your PFIAB session. One is on our search for an Economic NIO and the other on Energy.

George A. Carver, Jr.
D/DCI/NIO

Attachment

6 February 1974
(DATE)

FORM NO. 101 REPLACES FORM 10-101
1 AUG 54 WHICH MAY BE USED.

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